



*The County Of
Tulare
Is Seeking A
Resource Management
Agency Director*

The Community

Tulare County...a place to *create* and *recreate*! Because Tulare County is the center of California, not only geographically, but also in its history and diverse recreational activities, many find this exceptional community a place to expand and realize professional goals, make lasting friends, raise families as well as to relax and enjoy outside interests and sports.

Founded in 1852, Tulare County's history is entwined in its geography. To the east, towering peaks – *Mt. Whitney*, *Mt. Muir* and *Triple Divide Peak* – speak of explorers and naturalists. Today, they provide boating, fishing, hiking, skiing, mountain climbing and other recreational pursuits. To the west, the "*Plains of the San Joaquin*" echo the Spanish explorers finding the "*Laguna de los Tulares*" and the track gangs spiking the Southern Pacific Railroad. Today, Tulare County is one of the largest producers of agricultural products in the world, supporting a \$3 billion farming, ranching, and dairy economy with a growing population and flourishing cities. Visalia is the County seat and the Gateway to *Sequoia National Park*.

Nearly 370,000 residents throughout the County maintain close-knit communities that exemplify the desirability of the area. They offer:

- abundant suburban and rural housing opportunities highlighted by affordable and attractive values
- short commutes with virtually no traffic congestion
- continuing cultural awareness
- a climate that is warm and dry in the summer, mild in the winter with low humidity and 10" average annual rainfall
- that special, small town feeling

Tulare County is within easy reach of many other California attractions – Los Angeles and the San Francisco Bay Area are each within a three-hour drive. The picturesque seaside resorts of Cambria, Morro Bay, and Pismo Beach are even closer. National parks, water skiing, snow skiing, backpacking, and camping in the High Sierra are also nearby.

The County

Tulare County is a general law organization providing a full array of local services over a 4,863 square mile area. The County is governed by a five-member Board of Supervisors elected by geographical districts on a non-partisan basis to four-year, overlapping terms. The Board is empowered to take legislative action and set policy direction for the health, welfare and safety of County residents by the laws of the State of California.

The Board appoints a County Administrative Officer who provides administrative direction and oversight to the organization. The Board also appoints a County Counsel, and confirms the appointment of agency and department heads at the request of the County Administrative Officer. The County operates with 4,300 employees and a \$611 million FY03-04 total funds budget.

In 1995 and 1996, the Board of Supervisors moved to restructure Tulare County government services by creating two agencies combining health and human services programs in one, and public works, land use planning and parks in the second. The Board's goal was to maximize funding allocations and to improve services to the public through enhanced program coordination. The Agency approach has served Tulare County well, and the Board remains committed to this organizational structure.



The Resource Management Agency

As one of two major County agencies, Resource Management is a mission-driven organization responsible for a broad range of direct and support services covering public works, planning, general services, and transportation programs and related facilities. Specifically, the Agency is organized into six branches:

Current Planning – project review, permit center, and building inspection

Long Range Planning – community development & redevelopment, Tulare County Association of Governments, GIS, General Plan, environmental review, Tulare County Local Agency Formation Commission, and code compliance

Engineering – design & graphics, Surveyor's office, subdivisions, flood control, drainage and solid waste

Transportation Services – traffic engineering, fleet management, road operations & maintenance, public transit, and project coordination

Support Services – facilities maintenance, custodial services, communications, printing & mail services, and parks

Administrative Services – fiscal, payroll, and personnel

The Agency Director is supported by one Associate Director and clerical services staff. Each Agency branch is managed by an Assistant Director who reports to the Agency Director. The Agency operates with 440 employees and a \$17.3 million FY03-04 operating budget.

AGENCY MISSION STATEMENT

The mission of the Resource Management Agency is to provide the highest quality service, guidance and assistance to our customers in the most timely, cost effective and courteous manner possible.

The Agency operates and maintains a variety of service locations throughout the County. Agency headquarters are in Visalia occupying approximately 52,000 square feet in a newer office building shared with the Health and Human Services Agency. Road Yards and solid waste facilities are sited throughout the County.



The Position

Appointed by the Board of Supervisors and working closely with the County Administrative Officer, the Resource Management Agency Director is an at-will employee and high-level executive responsible for all Agency programs and facilities pursuant to Federal, State, and County laws and regulations. This includes recommending and implementing policy; developing goals and objectives; selecting, training and evaluating staff; and preparing and administering the Agency's revenue and expenditure budgets. The Agency Director maintains close contact with the Board of Supervisors and the County Administrative Officer regarding the progress of Agency issues and activities. The Director works collaboratively with other County, community, and State officials in coordinating Agency programs. The Director also participates as an active member of the County's executive management team.

The current Resource Management Agency Director is retiring after a long tenure with the County.



Current Issues And Priorities

Specific issues that the Resource Management Agency Director will address include:

Budget & Funding – The Director manages a budget that includes funding from a combination of Federal, State, local and grant sources. The Director will take a lead role in securing and administering appropriate funding that advances Agency activities, adapts to changing economic conditions, and remains consistent with County goals.

General Plan Update – The County has recently begun workshops leading toward the first comprehensive update of the General Plan in 20 years. This will require considerable attention by Agency staff.

Planning Process Streamlining – The Agency is currently examining its development permit process to identify ways to speed up permitting time as well as improving communication and customer satisfaction.

Organizational Development – Assembled from separate departments seven years ago, the Agency today is striving to enhance internal coordination, collaboration, and innovation toward the goal of improving customer service. Leading related organizational development efforts will be a key focus for the Director.

The Ideal Candidate

The ideal Resource Management Agency Director candidate will be an experienced public sector executive with a broad background in public works, planning, redevelopment, or general services, who possesses significant organizational development, budget management and interpersonal skills, and is dedicated to quality customer service. This strong, enthusiastic, and results-oriented leader will operate collaboratively within a complex organizational structure and diverse community. In addition, the ideal candidate will have a strong service orientation and bring outstanding visionary, communication, interpersonal and consensus building qualities to the County.

Specific requirements are as follows:

Qualifications

Experience: At least five years of management experience in a comparable agency.

Education: A Bachelor's degree in public administration, planning, engineering or related field is expected. A Master's degree is desirable.

Management Style

In addition to the above, the ideal candidate will be:

- collaborative, inside and outside the organization
- a team player
- of the highest integrity
- a critical thinker with the courage to pursue good ideas
- open to and a promoter of innovative and productive change
- objective
- accessible
- a positive, "can do" individual
- an advocate of diversity
- able to work calmly and effectively in sensitive situations
- an excellent communicator, orally and in writing
- able to find common sense solutions
- flexible

For additional information, see the Tulare County web site at www.co.tulare.ca.us.



Compensation And Benefits

Effective January 2004 the base annual salary for the Resource Management Agency Director is **\$133,050**. The County also offers an attractive executive benefit program with the following elements:

Retirement – The County contributes to the County Act of 1937 Retirement System. The employee's share is a percentage based on age at entry in this or reciprocal retirement system.

Fringe Benefits – The County has a cafeteria style fringe benefits plan and provides this position with \$13,294 annually to purchase a personal choice of medical, dental, vision care, life and long term disability insurance plans.

Leave Allowances – The County provides a schedule of vacation and administrative leave, holidays and sick leave benefits. Fifty percent (50%) of accumulated, unused sick leave can be used as increased service time upon retirement.

Automobile – \$415 monthly automobile allowance provided.

Deferred Compensation – County employees are eligible to contribute to a tax deferred 457K plan in order to enhance their retirement and decrease their current taxable income.

Application And Selection Procedure

To be considered for this exceptional career opportunity, please submit your resume with cover letter, current salary and the names of three work-related references **by Friday, December 12, 2003** to:



Kris Kristensen
CSAC Human Resources Advisory Services
241 Lathrop Way
Sacramento, California 95815
Tel. 916 263-1610 or 916 263-1401
Fax: 916 561-7205
E-mail: resumes@cps.ca.gov
Website: www.cps.ca.gov/shannon

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. CSAC HR Advisory Services will report the results to the County. The County will then select candidates to be invited to participate in interviews in Tulare County. An offer of appointment is expected by February 2004 following reference and background checks.